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SIGS NEWS

School of International Graduate Studies

SPRING 2010

Message from Dean of SIGS

As we look ahead to the start of the Spring Quarter, it is not too early to begin making plans to attend the Centennial year celebration finale, which will take place the weekend of May 28-31. I hope many of you will get the chance to come out and celebrate with us.

This past quarter has witnessed SIGS' continued commitment to academic excellence, innovative research and partnership building. Both the Center for Civil Military Relations and Defense Resources Management Institute continue to travel the globe helping educate our international partners and allies, while the Global Center and International Graduate Programs Office raise awareness about the educational opportunities available to our partners here at NPS and abroad. The articles in this newsletter represent a small sampling of the myriad educational activities and research happening every day within SIGS.

As the Dean of SIGS, I am proud of our organization and all that it accomplishes. Today, we remain at the forefront of regional and security studies, counter terrorism education, stabilization and reconstruction studies, and defense resource management. I want to thank each and every member of the SIGS faculty and staff for making our organization one of the best educational institutions in the country.

James J. Wirtz

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Professor Russell (center) meets with the sub district governor (right) and an Afghan police officer (left) in the Northern Paktya province while embedded with U.S. troops working on counterinsurgency operations there.

Fostering COIN Adaptability

Senior Lecturer James Russell of the National Security Affairs Department returned in January from three weeks in Afghanistan where he embedded with elements of the Army's 4th Brigade 25th Infantry Division. Russell was in Afghanistan conducting research on military innovations by U.S. forces engaged in combat.

While in Afghanistan, Russell observed first-hand some of the adaptations U.S. troops have made while working on counterinsurgency operations in Khost, Paktya and Paktika provinces in eastern Afghanistan. The 4-25 has been working in this region for the last year.

"The 4th Brigade, 25th ID is a leading example of a military organization that is really trying to adapt and innovate," said Russell. "They have established a joint civil-military board of directors that is involved in all the decisions made in the 3-province region that

the 4-25 is responsible for. They have essentially stitched together all of these groups – the State Department, the Agriculture Department, the Agency for International Development, and a variety of ad-hoc interagency groups – into a single command structure. The military still brings most of the organizational capacity to the table, but they are acknowledging the other components that go into rebuilding a nation."

Russell's observations from his time in Afghanistan build upon previous research he conducted on the Iraq war. In both conflicts, Russell discovered U.S. troops are actively developing new tactics and organizational procedures on the battlefield. Russell's findings debunk a commonly held belief among security studies scholars that military innovation rarely occurs in wartime circumstances.

"The American military today has a very

adaptable organizational structure,” said Russell. “This degree of flexibility allows for very different innovations and changes from unit to unit. Currently, most of the changes are happening at the headquarters level. This is to some extent the product of our military moving to what military professionals call distributed operations, where authority is driven down the organizational hierarchy. Today’s fight is being conducted by company and platoon commanders with a significant degree of flexibility in how they apply their units on the battlefield.”

Russell believes the ability of U.S. armed forces to change policy and strategy to accommodate the situation they are faced with is essential for them to succeed in modern conflicts, which tend towards counter insurgency operations rather

than traditional military engagements.

“Today’s conflicts are no longer the force-on-force operations between militaries of developed states. Our military is being asked to fight in situations where the missions fall short of a conventional war that directly threatens the state. Instead, our military is being deployed in policing actions in the developing world that necessarily involve them in a diverse array of battlefield activities,” said Russell. “This new type of combat requires a significant change in the military’s operational view.”

During the course of his research in Iraq and Afghanistan, Russell discovered that many of the adaptations made by units are lost when that unit rotates out of the country.

“The initial phase of a learning cycle for incoming units is quick and steep, but unfor-

tunately that learning goes away each time a new unit comes in. It takes about six months before the new unit is up and running and innovating,” said Russell.

Russell hopes his research into military innovation and organizational adaptation will help military leaders grasp the importance of creating agile, adaptive forces while providing insights into how to cultivate those qualities. He plans to develop a new course at NPS on military organizational learning and innovation based on his findings.

Russell’s research into the Iraq war will be available this fall in a book from Stanford University Press, *Innovation in the Crucible of War: Counterinsurgency Operations in Anbar and Ninewa, 2005-2007*. Russell also has plans to publish the findings from his research in Afghanistan.

Web 2.0 - Keeping Up with the Kids

One of the key topics discussed at the Center for Homeland Defense and Security’s (CHDS) February alumni conference was both the promise and peril of the use of Web 2.0 technologies, specifically social media tools, within the homeland security arena. Utilizing technologies like blogs, Twitter and Facebook has become part of the new public communications model, said John Bilotta, an instructor at CHDS and panelist at the alumni conference.

The public, particularly the 20 to 40 year old demographic, has embraced social media as a communications tool. Many government entities have been slow to follow suit often due to concerns about how to properly manage the flow of information.

Some agencies have embraced the new technology. Panelist Rob Dudgeon, Deputy Director of the San Francisco Department of Emergency Management, said his agency was motivated to begin using social networking tools after a 2007 oil spill where a freight ship hit the Bay Bridge.

Immediately following the accident, bloggers posted information about the spill at a dizzying pace. So while the spill was actually relatively small in comparison to past oil spills, according to Dudgeon, the flurry of chatter in the blogosphere resulted in the public perceiving the spill as significantly more severe than it was. This then led to activists decrying the government’s seemingly smaller-scale response to what activists perceived as a disaster.

As a result of the power of social media tools in shaping public perception during the spill, Dudgeon has spent the past two years exploring ways government organizations can use social media to keep the public accurately informed.

“I got into this because I had to,” Dudgeon said. “If you don’t engage (in social technology), you’re going to get rolled over by it.”

One example of how Dudgeon’s community has incorporated social media is by having engineers update street projects via blogs on the Public Works Department website. Before that, the engineers wrote lengthy reports that were only available to the public by going to the Public Works offices. The blogs now provide residents with convenient updates on projects via the web.

Despite the successes government agencies have had with Web 2.0

technologies, many government officials remain leery of them, expressing concerns that the immediacy of information exchanged via social media outlets might lead to a decay in the quality or accuracy of information released – something that could impact the credibility of government agencies.

“We need to learn how to use this so as not to lose our credibility,” said Craig Mastapeter, Chief of DHS Intelligence Enterprise Continuity Program and CHDS alum. “We have to be right. In order to do that, we need to be able to digest, vet and evaluate that information.”

As Web 2.0 technologies become more entrenched within the general populace, government institutions will have to look at ways of incorporating them and overcoming both the real and perceived challenges of social media tools.

“The institutions have to reach out to the community,” Bilotta said. “My big worry is, if you’re not playing aggressively in this field, you’re going to get left behind.”

The Center for Homeland Defense and Security, which has both a blog and Twitter feed, will continue to lead the way in helping government agencies explore the implications of using social media technologies within government organizations and homeland security. Research projects at CHDS have already explored the use of social media networks in communicating during disaster situations and, just last year, CHDS held a conference on use of these tools within the homeland security community. The report from that conference is available online at www.chds.us.



DRMI Builds Albanian Partnership

Defense Resource Management Institute (DRMI) faculty members Diana Angelis, Al Polley and Natalie Webb traveled to Durrës, Albania in January to conduct a course on Mobile International Defense Management for the Albanian Ministry of Defense. The course is a regular offering at DRMI that aims to help senior military leaders define and evaluate competing options within defense organizations on both the strategic and operational levels.

"DRMI contributes to defense institution building by presenting concepts and principles that help decision-makers allocate their resources more effectively to meet their various needs," said Al Polley, International Programs Manager for DRMI. "We provide analytical frameworks that are useful in evaluating tradeoffs among alternatives by considering costs, capabilities, and risks while addressing current and future needs."

During the course the participants worked through a number of realistic scenarios that were designed to spark discussion about how best to distribute scarce defense resources.

"Albania has transitioned quickly from communism to democracy," said Polley. "Under communism, decision-making was very centralized, and subordinates never developed decision-making skills."

The Albanian military is working hard to overcome those challenges. One example of this is the participation of key military leaders in the DRMI programs.

"The Albanians DRMI has worked with have



all been extremely enthusiastic about our courses. In many ways, they are the perfect students—highly motivated and well placed to make a difference within their organization," said Polley.

The week-long course was the latest in a series of educational programs DRMI has organized for Albania that have taken place both in the U.S. and Albania. The courses represent a growing partnership between the U.S. and Albanian militaries.

"Working with the Albanians helps them resolve issues, build institutions and systems, and move forward in their transition to democracy and a stable environment," said Dr. Natalie Webb, Associate Professor at DRMI. "It also im-

proves relationships between the U.S. and U.S. military personnel and their counterparts in Albania, improving understanding of cultures and situations and helping to forge longer-term stability critical to both the U.S. and Albania."

"The U.S. has supported Albania's transition because of its geo-political importance in the Balkans. It is important to our interests that Albania be politically stable in a region where one crisis has followed another for the last 20 years," said Polley.

DRMI teaches management courses as part of their larger mission of enhancing the effective allocation and use of resources in allied defense organizations around the world.

NSA, CCMR Faculty Collaborate at ISA

"Cyber-security and possible cyber-terrorism were top agenda items ..."

Faculty from the National Security Affairs Department (NSA) and the Center for Civil Military Relations (CCMR) recently partnered together on a number of academic panels at the 51st Annual Convention of the International Studies Association (ISA) held in New Orleans on February 16-20, 2010. In total, sixteen faculty members from the School of International Graduate Studies (SIGS) participated in the convention, including the Dean of SIGS, Dr. Jim Wirtz.

The ISA is a scholarly organization that is dedicated to exploring international studies. The ISA hosts international conferences and an-

nual conventions each year that draw scholars from across the globe.

"The ISA Annual Convention is of particular value to NSA faculty because, as its name implies, it is international not only in focus but in participation," said Prof. Bob Springborg of the NSA department, who participated in several panel discussion at the convention. "The subjects it addresses are therefore of global concern or at least cast within a global framework."

This year's theme for the ISA Convention was, Theory vs. Policy? Connecting Scholars and Practitioners.

"The theme was timely given the grave policy challenges facing the United States and our allies today," said retired Navy Capt. Timothy Doorey, a faculty member with the CCMR. "Many in government and academia are questioning the policy relevance of much of the scholarship coming out of the social sciences. Unlike many universities, NPS has never veered far from 'policy relevant' research and education."

The variety of panels offered at the convention highlighted topics covering the vast scope of international studies. In particular, those

focusing on intelligence captured the interest of NSA and CCMR faculty members and leaders within the U.S. Office of the Director of National Intelligence, the Canadian Security Intelligence Service and other NATO allies' intelligence agencies, said Doorey.

"Cyber-security and possible cyber-terrorism were top agenda items for many of the intelligence panels at the conference. Various academics and officials discussed the legal, organizational and technical challenges facing the Obama administration and our allies as they try to enhance the security of our cyber critical infrastructure," said Doorey.

The NPS faculty who attended the convention took advantage of the opportunity it presented to network with academicians and practitioners from other institutions and agencies.

"Attending this type of conference helps build collaborative relationships between faculty members at SIGS and other universities around the world who can then work together on future research endeavors and publications," said Cristiana Matei, a faculty member with CCMR

who hosted a panel that included faculty from NSA, CCMR and other international universities. "I think there will be several projects and publication opportunities that will come out of the panels we hosted."

"Collaborating with other academics from U.S. and international institutions helps foster academic debate and discussion," said Rich Hoffman, Director of the CCMR. "This is a critical part of academic life for faculty at CCMR. It generates creativity in research, which leads to innovation in our programs and thus better educational experiences for our participants."

These opportunities to network with other U.S. and international agencies and universities are important for faculty members and academic life at NPS, said the Dean of SIGS, Jim Wirtz.

"Partnership building and innovative research are an integral part of the SIGS mission," said Wirtz. "The academic camaraderie on display at the ISA convention is something we strive to achieve everyday at NPS. It's part of what makes our university such a success."

Global Center Brings Together Counterterrorism Experts

The Global Center for Security Cooperation partnered with the Defense Security Cooperation Agency's Combating Terrorism Fellowship Program (CTFP) and the National Defense University (NDU) at a recent Strategic Review Workshop held in Washington, D.C. on 4-5 March in an effort to foster discussion on the critical components of counterterrorism. The CTFP is a Department of Defense program that reinforces partner nation capabilities in counterterrorism efforts and builds the global network of experts committed to fighting terrorism.

The Global Center, with its consortium comprised of 22 institutions that provide education and training for U.S. and international partners, was a natural partner with CTFP on this endeavor according to Chamnan Lim, the Global Center's Academic and Knowledge Manager.

"We heard about this workshop that was pulling together experts from various institutions that are working in counterterrorism, so we thought this was the perfect place to launch a new community of interest platform on counterterrorism," said Lim. "Through our own consortium we have access to experts from around the world. Why not help bring them together with one another to foster discussions within a common community of interest?"

While CTFP and NDU hosted the actual workshop, the Global Center launched an online platform in conjunction with the workshop that will allow participants to expand on

their discussion, collaborate on future research and projects, and interact with other counterterrorism experts from the Global Center's consortium.

The counterterrorism community of interest that the Global Center established is a great place for participants to continue their discussions, according to Dr. Dennis Walters, Program Manager for CTFP. During the workshop he extolled the platform's many features that enhance communication and provide the capability to effectively share information across institutions.

Professor Erik Dahl, a faculty member with the Naval Postgraduate School (NPS) National Security Affairs department who also attended the CTFP workshop, was excited about the networking and information sharing opportunities the Global Center's community of interest platform will afford him.

"It helps to know that I can reach out to other participants and have access to the materials and information from the workshop through a couple of clicks online," Dahl said.

Another workshop participant and a program manager for the NPS Center for Civil-Military Relations, Paul Shemella, agreed the platform was a great idea.

"The counterterrorism community of interest the Global Center set up will allow me to strengthen my relationship with other CTFP providers and stay committed to building those relationships," said Shemella.

Lim hopes other workshop participants will be similarly excited about the community of

interest platform and will make it a success in the coming months.

"My hope is that the academic experts and practitioners will continue to come together via this platform to collaborate and work on counterterrorism issues," said Lim. "We are establishing these password-protected environments to facilitate the exchange of information between similar institutions working on related issues. Participation in these communities of interest will serve to improve the effectiveness and efficiency of the DoD International Partner Education programs."

The Global Center has plans to establish at least three more community of interest platforms in the future. The anticipated topics include human resource capacity, defense policy and strategy formation and weapons of mass destruction proliferation.

For more information on the Global Center's counterterrorism community of interest platform please contact Chamnan Lim at calim@nps.edu.

